



Ministry of
Labour
Women's
Programs
Division

A Report of the Premier's Meeting on Equal Employment Opportunity for Women

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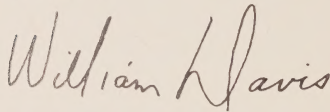
Introduction

This report is a summary of the proceedings of the Premier's meeting on Equal Employment Opportunity for Women.

The meeting, held on February 18, 1975, was the first in a series of special events sponsored by the Province of Ontario to celebrate International Women's Year. From across the province, it was attended by 400 leading representatives of labour and management from the private sector.

The purpose of the meeting was to assist employers and unions in their efforts to improve the status of women in Ontario.

At this time it is my intention to reconvene the meeting later in International Women's Year. In the meantime I trust that the following material will be helpful to all persons who are interested in improving the quality of work which is available to women in Ontario.

A handwritten signature in dark ink, reading "William G. Davis". The signature is written in a cursive style with a large, stylized "W" and "D".

William G. Davis

(All addresses and panel discussions have been edited)

1975 has been proclaimed by the United Nations to recognize the important contributions women have made to the development of nations and to promote full equality between men and women.

In Ontario, we have undertaken specific measures to ensure that men and women enjoy equal opportunity. Although we have made significant progress, regrettably barriers and discriminatory attitudes still persist.

Throughout International Women's Year, Ontario will be sponsoring a number of special activities, recognizing the contributions that women have made to our Province's growth and striving to remove remaining barriers to equal opportunity. Here today are top decision makers from labour and management, representing organizations containing large numbers of women.

Well documented evidence shows working women as an underutilized resource in our labour force at a time when Ontario needs the skills, talents and training of every citizen. Ontario believes in equal opportunity in employment. We support it and we are committed to ensuring it is a reality.

Specific steps have been taken to improve the status of women. In 1973, Ethel M. McLellan was appointed as Executive Coordinator of Women's Programs. Her mandate is to promote equal opportunity for women throughout Ontario and she heads the Women's Programs Division in the Ministry of Labour. One function of this Division is to advise the government, as an employer, on ways to improve the status of the 35,000 women in the Ontario Public Service. We have in the past year initiated a number of measures to facilitate and promote career opportunities for our women employees. We are now learning about the problems as well as the strengths and advantages which such a program brings to an organization.

We have not asked you here to discuss how things have been but how they can be. Our emphasis is on the positive – positive attitudes and positive actions.

Dr. S. Ostry's Address

"Women in the Labour Force: An Ontario Perspective"

2

The keynote speaker, Dr. Sylvia Ostry, Chief Statistician, Statistics Canada, was introduced by the Hon. Margaret Birch, Provincial Secretary for Social Development and Minister Responsible for International Women's Year.

Equal opportunity for women is vital to all who value society's capacity to establish a framework in which individuals are free to recognize their fullest potential.

In examining major aspects of women's recent activity in the labour force, a paradoxical mixture of change and inertia emerges. Although the number and proportion of women working outside the home has increased, the relative position of women in the economy has changed very little. Large and rather persistent differences exist between men and women with respect to patterns of employment, types of occupation, levels of position and earnings. These differences suggest that the family remains the prime source of satisfaction and status for a majority of women, with employment filling a supplemental and generally secondary role.

In Ontario there are now about 1.3 million women in the labour force. Women comprise over one-third of the labour force as compared to less than one-quarter in the early fifties. Married women have been largely responsible for the changed composition of the work force due to a number of significant changes in the economic and social environment: the decline in the birth rate, the trend to smaller families, the rise in the average level of female schooling, the growth in service industries and the accompanying increase in employment opportunities for women, the expansion in labour saving domestic appliances, the trend to increased urbanization and changing societal values and institutions.

There remain dramatic differences in the employment patterns of men and women. Consideration of various measures of commitment to the work force reveals that men have a stronger labour market attachment than women. In Ontario, about one-quarter of all working women are in part-time jobs as opposed to just over 5% of working men. Women also are more likely to be part-year workers and have a somewhat higher rate of unscheduled work absence than do men. The low pay and low status characteristic of

jobs held by women often explains such absenteeism and high levels of job turnover.

Statistical projections to the year 2000 indicate that the typical male aged 14-24 in 1951 will work about 38½ years while a female of the same age cohort will work about 22½ years.

Studies indicate that married women who work are still faced with responsibility for the bulk of household and child rearing obligations. It is hardly surprising that women therefore have a weaker attachment to the labour force than men. For married women the choice is not so much between paid and non-paid work as between work and overwork.

The most visible sex-related difference in employment activity is the distribution within occupations. Women are concentrated in service and trade industries and predominate in secretarial/clerical positions and the nurturant professions – teaching, nursing, social work. There have been significant improvements in some areas – in Ontario, for example, women have made gains in terms of entering law and medicine. In 1971, however, 35% of the women employed in Ontario were in clerical and related occupations, a slight increase in fact over 1961.

In practically all fields, top positions are held predominantly by men. This holds true even for “female” occupations. While women are under-represented in managerial ranks, in 1971, however, they were at least somewhat less underrepresented than they were a decade before.

In contrast to other countries, the unemployment rate for Ontario women has traditionally been lower than that of men. Recently this spread has lessened and in 1974 the relationship in Ontario changed (although not in the rest of Canada) with the unemployment rate of women at 4.3% and for men only 4.0%. The female labour force has grown more rapidly than the number of jobs in the sectors of the market to which women are confined. If employers were prepared to consider females for a broader range of occupations and provide

requisite training these problems would be lessened.

Women as a group earn less than men. In 1971, the average employment income of females in Ontario was only 46% that of males. A number of factors are reflected here, among them wage discrimination (i.e. unequal pay for the same work) and differences in hours of work, occupations, education and seniority. Examination of American studies in the area reveals a typical split of 40% of the wage differential arising from discrimination and 60% from human capital differences.

As well as wage differentials, one must also deal with employment discrimination, that is unequal job levels for men and women with the same ability and productivity. It is hard to determine the extent to which patterns of job assignment reflect discrimination although there is evidence which suggests sex is being used as a screening device. One implication of the sex-typing of jobs is that although women's earnings rise with experience they do not rise as steeply as men's. Differentials in earnings tend therefore to increase with age. "Female" jobs provide less training, fewer prospects for promotion and are thus frequently of a dead-end nature. Women are often denied on-the-job training and more promising job opportunities simply because of their sex.

Labour market discrimination is part of the larger problem of society's conception of the roles of men and women. Why are women unable to participate as full and equal members of the work force? The thrust of our social learning process is to reinforce the conception of man as breadwinner and woman as mother and homemaker. This division is basic to almost all factors bearing on the position of women in the labour force.

Not only have families accepted the traditional roles, the female herself prior to marriage is strongly influenced by identification with the role of wife and mother.

Society's attitudes and values are changing, but changing slowly. Work is typically a secondary activity for a significant majority of women and most women turn largely to home and family for the personal rewards men seek from their jobs. Influences are at work to reshape the working environment for women but such progress is sluggish. The kind of transformation in societal values and relationships which is required to affect a major change in the role of women in the economy does not occur overnight.

Panel Discussion

"Perspectives on Equal Employment Opportunity"

6

Moderator:

Mrs. E. McLellan

Executive Coordinator

Women's Programs Division

R.D. Johnston,

Deputy Minister, Ministry of Labour

1. The Women's Programs Division includes the Women's Bureau and the Women Crown Employees Office. The work of the former office is information, education and research. It provides a consultative service to employers, unions and others who are trying to equalize opportunities for women. The Women Crown Employees Office works within government to try to improve opportunities for women in the Civil Service.
2. The Ontario Human Rights Code was amended in 1972 to add sex, age and marital status to other criteria. The effect of this has been an increase in formal and informal complaints about discrimination against women, particularly in employment.
3. The equal pay provision of the Employment Standards Act defines that equal pay must be given for substantially the same work performed in the same establishment.
4. Ontario now has 17 weeks' flexible unpaid pregnancy leave.

Lynn Williams,

United Steelworkers of America

1. We in the labour movement were trying to get rid of discriminatory provisions in collective agreements before the law required us to do so.
2. A variety of programmes are being undertaken this year. Suggestions include:
 - a local human rights committee*
 - projects on role of women and their needs*
 - improvement of terms of work and community life for women in isolated areas.*
3. The Canadian Labour Congress will remove discrimination totally from agreements and make provisions for maternity and paternity leave.

Elisabeth Plettenberg,

Canadian Union of Public Employees

1. In response to the Royal Commission on the Status of Women, CUPE adopted a major policy statement. It set out the existing situation and provided guidelines to locals on implementing recommendations through the collective bargaining process.
2. There is now ongoing scrutiny of collective agreements for discrimination.
3. A major area of concern is equal work for equal pay. This concept cannot help women in all-female job ghettos. CUPE therefore stresses equal pay for work of equal value.
4. Part of CUPE's programme for this year is to get the commitment of major employers to conduct an extensive study of the employment status of employees.
5. Artificial barriers to equal opportunity for women exist in the minds of employers and employees. Such barriers must be overcome.

Janice Barnard,

Bell Canada

1. Our company policy ensures that the primary considerations for hiring and placement are qualifications and ability to perform the entry assignment and satisfy present and future human resource needs of the company.
2. The company is committed to promote and guarantee fair and just treatment for applicants and employees.
3. Bell Canada's intent is to recruit and hire men and women into those jobs in which they are underrepresented in the company work force and thus change the composition of the total employee group.

Les Bailey,
Bell Canada

1. Experience has shown us that growth of middle and higher management is better from within the business as opposed to hiring from outside.
2. Affirmative action should include:
 - a) Streaming human resource data by sex to ensure consideration of women in all promotions.
 - b) Review by the Ontario senior management team of all appointments for our third level of management and higher (i.e. \$25,000 plus) to ensure proper consideration of women resources.
 - c) Development of an informational and persuasive program for employees to change traditional attitudes to male/female roles.
 - d) Encouragement of more logical representation of men and women in non-traditional fields (i.e. men in clerical, women in craft).
 - e) Utilization of outside courses for managers to equip them to assume responsibility.
3. Bell's top management is unqualifiedly committed to accomplish equal employment opportunity and we plan to infuse similar commitment in all employees.

I hope this meeting has brought the meaning of equal employment opportunity for women closer to you and that it has shed some light on how government, employers and unions can move further toward the achievement of this goal.

It has been a valuable experience for me.

Time seldom permits us to have the full exchange with each other that we would like but I have heard your comments and contributions with great interest and I appreciate your participation.

In turn, I hope you have found our programme informative and stimulating.

There is simply no doubt in our minds that in order to improve employment opportunities for women, a positive and clearly-structured plan is needed. It's not good enough to simply say: "There are no barriers to women in my organization". We need to be prepared to actively seek out and encourage women employees to develop to their full potential—as indeed, we should do with the men in our organizations.

Our province has a long history of commitment to equal rights in employment. In 1951 Ontario was the first province to enact equal pay legislation, which since then has been bolstered by the Human Rights legislation prohibiting discrimination on the basis of sex in employment.

During this year new legislation will be proclaimed banning differentiation in employee fringe benefit plans on the basis of sex, age and marital status.

But in these minimum requirements of the law it is recognized that to reach full and equal opportunity for all we must put forth genuine efforts to further the spirit of the law—we must change our attitudes toward women in employment so that prejudice and unconscious discrimination disappear.

There is evidence that attitudes are changing and changing quickly. In a recent poll of 1,000 Canadian men and women this question was asked:

"If you were taking a new job and had your choice of a boss, would you prefer to work for a man or woman?"

47.5 per cent said it would make "no difference". Ten years ago the same question brought a 25 per cent "no difference" response, and twenty years ago an 18 per cent "no difference" reply. More encouraging is the fact that 54 per cent of the "no difference" group were under 30 years of age.

There is a difference between non-discrimination, which is *not* doing something, and positive action which *is* doing something.

The kind of action plan I'm talking about is the latter, a positive action plan called affirmative action.

Many of you are familiar with this term. We are using it in the Ontario Public Service to describe our efforts as an employer to improve the status of women Crown employees.

Affirmative action begins with a top level commitment to a policy of equal opportunity for women and is made good by a decision to act. Affirmative Action is addressed to three priorities:

- Identification and removal of unnecessary barriers that result from traditional personnel policy and other institutional practices;
- Establishment of realistic objectives;
- The design and working out of special measures to train and develop and recruit.

In practical terms, this means identifying the potential of women employees, helping them develop career plans and encouraging the use of educational and training facilities.

There is no rationale for the belief that women will continue to be attracted solely to those occupations or professions traditionally thought of as "female".

Although the numbers of women in male-dominated fields such as law, medicine or high administrative posts in business or government are still low, we predict that such statistics will change due to the increased enrolment of female students in relevant educational courses, and the increased expectations and awareness of women.

I believe the time is long past when women who are moving up in their chosen careers should have to prove themselves every step of the way, often exceeding the

expectations one might have for a man in a comparable career climb.

We must face facts—women are a fundamental part of the labour force today, and they're here to stay.

Look at some of the statistics:

- Women are the fastest growing component of labour unions. Women union membership in Canada grew by 106 per cent between 1962 and 1970.
- 61 per cent of Ontario's working women are married and 33 per cent have children under age sixteen.
- 23 per cent of Canadian union members in 1970 were women.

Yet, with few exceptions, women earn less than the Ontario average employment income.

The government of Ontario is serious about improving employment opportunities for women in this province and as an employer--indeed, as the largest employer in the province—we feel a strong responsibility to show leadership and to encourage and urge every other employer to do likewise.

Today I'm asking you to share this commitment with us. The facts are known, the expectations of women employees are legitimate—and I think you will agree that developing the potential of *all* employees is good business. I realize that in asking you to do this I am asking you to go beyond what the law requires. But I am prepared to do everything I can to obtain your commitment and support.

To start with:

- We are reviewing existing equal opportunity legislation to ensure that we are getting the most out of it to the benefit of women workers.
- We are examining issues of concern, such as day care, and new areas of policy to see what further steps could be undertaken in a positive and workable manner in terms of affirmative action guidelines. It has been suggested, for example, that we might consider affirmative action guidelines for publicly-funded institutions and for firms and companies that tender for government contracts and government business. These types of requirements, I understand, are now fairly common throughout the United States.

—We offer you a consulting service established by the Women's Bureau, especially to help unions and employers to develop effective affirmative action plans. They will assist your staff to assess employee potential and not to be overlooked, help you deal with the concerns and necessary adjustments of male colleagues.

At the close of this meeting, staff from the Women's Bureau will be available to discuss this service; I hope you will ask for their assistance; they are specially trained to work with you.

—We are making every effort as an employer to implement fair, just and meaningful employment programs and in addition we are searching for other ways and means of helping employees.

For example, we have begun a day-care counselling service to help employees locate and place their pre-school children in suitable day care. At the moment, this service is operating in Metropolitan Toronto. The Day-Care Counsellor reports that employees are using the service and that it is meeting their needs.

Employers have shown an interest in this approach to assisting working parents and we feel it has a lot to offer both parents and employers.

And we are going to keep urging you to work with us. We want to learn from and to share with you in all these efforts.

I hope that those of you who represent employees covered by collective agreements will convey to your membership the importance of equal job opportunities. In this regard, I would stress to you that the best encouragement is by example. Thus, in the same way that efforts should be made to provide greater opportunity for women in the world of business and commerce, so a greater opportunity should be available to women to move into senior positions in the operation and management of our labour unions.

I also ask you to make special efforts to break down unconscious discriminatory attitudes and outmoded traditions, where they may exist. During your training

sessions, give high priority to improvement in the status of working women.

Encourage women members to apply for jobs for which they're qualified even though in the past these may have been held exclusively by men.

If you are an employer, I urge you to look at the status of women within your organization. Are all the women concentrated in lower level jobs? How many women are in decision making positions? What are their chances for further promotion?

Have you appointed women to serve on employment committees—on your boards?

Frequently, we hear employers say they are unable to find qualified women. May I draw upon the government's experience.

In 1973, we took a hard look at the representation by women on the government's Boards, Commissions and Agencies and discovered the number of women serving on these bodies was low.

We were pretty sure there were qualified women around to fill these positions. So we looked for them. We made it known that we were looking.

And, with the help of the Ontario Status of Women Council, we *found* qualified women—in all areas of the province.

The result has been that women serving on these Boards and Commissions have increased in number and stature, though there is no doubt in my mind that we still have a long way to go. So I would encourage you—if you have suggestions for the names of qualified women who could occupy these positions as they become available—to forward these suggestions to my office, where I assure you they will receive the most careful attention.

Because I know from our own experience in government that qualified women *are* available, if you look. I believe that they will seek you out—once it is known that you are interested in them and serious about using their capabilities.

I think all of us agree that the movement for greater independence and participation by women in all aspects of society is here to stay. A minority of vocal and

articulate persons have voiced the growing dissatisfactions of women regarding the supportive roles in business and industry that have traditionally been theirs. Be assured that behind this vocal minority countless other women are now re-assessing their goals. Given new confidence by the movement for greater equality many capable women are now encouraged to seek new challenges beyond their traditional roles and want the opportunity to develop their talents and skills. Many are eager to participate in the successes, the problems and the challenges of leadership. You can only benefit by responding to these ambitions.

But we must make a beginning. The beginning starts in your offices, the offices of Ontario's top leadership in labour and management.

Let me stress again that the resources of government are here to help you. I want to know about the progress you make. I want to hear about your successes—because I have every confidence that you will meet the challenge.

It is, therefore, my intention to reconvene this meeting before the end of the year and you will be invited to be present. At that time I hope we will be able to share our experiences, compare notes and talk about our progress in private and public sectors.

I have spoken on this occasion at somewhat greater length than is normally the case. That is because I hold this event and what I trust will follow from it to be of more than usual significance to the life of this province and its people.

Equal opportunity should mean just that—irrespective of race, religion or sex. Laws can be enacted, have been enacted and will be enacted to achieve that goal.

But laws are only as effective as the respect that people have for them, and the respect that people have for the ideal that led to those laws.

In this province I think we are already well along the road into educating ourselves to respect the ideal and the laws that now exist in our statutes. Today, I would hope, we have significantly furthered that process.

Thank you very much.

List of employers* and labour unions invited to send representatives to the Premier's Meeting

15

Unions

Amalgamated Clothing Workers
Bakery & Confectionery Workers Union
Barrie Labour Council
Boot & Shoe Workers International Union
Brampton Labour Council
Brantford Labour Council
Brockville Labour Council
Cambridge Labour Council
Canadian Food and Allied Workers
Canadian Labour Congress, A.C.T.E.
Canadian Labour Congress
Canadian Textile and Chemical Union
Canadian Union of Public Employees
Chatham Labour Council
Civil Service Association of Ontario
Cobourg Labour Council
Cornwall Labour Council
Dryden Labour Council
Dunnville Labour Council
Fort Erie Labour Council
Fort Frances Labour Council
Goderich Labour Council
Graphic Arts International Union
Guelph Labour Council
Hamilton Labour Council
International Brotherhood
of Electrical Workers
International Chemical Workers Union
Iroquois Labour Council
Kapusking Labour Council
Kenora Keewatin Labour Council
Kingston Labour Council
Kitchener-Waterloo Labour Council
Labour Council of Metropolitan Toronto
Labour Council of Metropolitan Toronto,
Committee on Working Women
Lindsay Labour Council
London Labour Council
Midland Labour Council
Niagara Falls Labour Council
North Bay Labour Council
Oakville Labour Council
Office and Professional Employees
International Union
Ontario Federation of Labour
Ontario Federation of Labour,
Human Rights Committee
Orillia Labour Council
Oshawa Labour Council
Ottawa Labour Council

Owen Sound Labour Council
Peterborough Labour Council
Public Service Alliance of Canada
Quinte Labour Council
Renfrew Labour Council
Retail, Wholesale and Department Store Union
Sarnia Labour Council
St. Catharines Labour Council
St. Thomas Labour Council
Sault Ste. Marie Labour Council
Service Employees Union
Simcoe Labour Council
Stratford Labour Council
Sudbury Labour Council
Textile Workers Union of America
Timmins Labour Council
Thunder Bay Labour Council
Tobacco Workers International Union
Union of Canadian Retail Employees
United Automobile Workers
International Union
United Brotherhood of Carpenters & Joiners
United Electrical, Radio & Machine Workers
United Glass & Ceramic Workers
of North America
United Steelworkers of America
Upholsterers' International Union
Welland Labour Council
Windsor Labour Council
Woodstock-Ingersoll Labour Council
Samis, M. Iona

Manufacturers

Abitibi Paper Company Ltd.
Addressograph Multigraph of Canada Limited
Air Canada
Alcan Canada Products Limited
Allstate Insurance Co. of Canada
American Can of Canada Limited
American Motors (Canada) Ltd.
Atlantic Sugar Division of Atlantic
Consolidated Foods Limited
Atomic Energy of Canada Ltd.
B. F. Goodrich Canada Ltd.

*List was comprised of major employers
in the private sector, business and industry
which employ large numbers of women.

**List of employers and labour unions
invited to send representatives
to the Premier's Meeting**

16

BP Canada Ltd.	E. D. Smith & Sons Ltd.
Bank of Canada	Eddy Forest Products Ltd.
Bank of Montreal	Electrohome Limited
The Bank of Nova Scotia	Emerson Electric Canada
Bata Industries Limited	Essex Packers Ltd.
The Becker Milk Company Limited	Falconbridge Nickel Mines Ltd.
Bell Canada	Fidelity Trust Company
Bendix Automotive of Canada Limited	Firestone Canada Ltd.
Benson & Hedges (Canada) Limited	Ford Motor Co. of Canada
Benson & Hedges Tobacco Company	Four Seasons Hotels Ltd.
Board of Trade of Metropolitan Toronto	GSW Limited
Brewers Warehousing Co. Ltd.	GTE Automatic Electric (Canada) Ltd.
Burlington Carpet Mills Canada Ltd.	Galtex Company Limited
Burroughs Business Machines Ltd.	General Foods Limited
CCH Canadian Limited	General Mills Cereals Canada Ltd.
CN Hotels	General Motors of Canada Ltd.
CP Air	Gerling Global Group
Campbell Soup Company Ltd.	Goodyear Tire & Rubber Co. of Canada Ltd.
The Canada Life Insurance Co.	Mutual of Omaha Insurance Co.
Canada Packers Ltd.	The Globe & Mail Ltd.
Canada Permanent Trust	The Great Atlantic and Pacific Co. of Canada
The Canada Starch Company Ltd.	Greb Industries Ltd.
Canada Trust	Green Giant of Canada Ltd.
Canadian Acceptance Co. Ltd.	Guaranty Trust Co. of Canada
Canadian Admiral Corp. Ltd.	Guardian Life Insurance Co.
Canadian Bankers Association	Gulf Oil Canada Ltd.
Canadian General Electric	Harding Carpets Ltd.
Canadian Imperial Bank of Commerce	Harvey Woods Ltd.
Canadian Manufacturers Assoc.	Hayes-Dana Ltd.
Canadian National Institute for the Blind	H. J. Heinz Company of Canada Ltd.
Canadian National Railways	Hiram Walker-Gooderham & Worts Ltd.
Canadian Pacific Hotels	Honeywell Limited
Canadian Pacific Ltd.	Hostess Food Products Ltd.
Carling O'Keefe Breweries Ltd.	Household Finance Corp.
Carlton Cards Ltd.	Hudson's Bay Company
Celanese Canada Ltd.	Hyatt International Hotels
Champion Spark Plug Co. of Canada Ltd.	IBM Canada Limited
Christie, Brown & Co. Ltd.	ITT Canada Limited
Chrysler Canada Ltd.	Imperial Oil Limited
Commonwealth Holiday Inns	Imperial Tobacco Products Ltd.
Confederation Life Insurance Co.	International Harvester Co. of Canada Ltd.
Connaught Medical Research Laboratories	The International Nickel Company of Canada Ltd.
William E. Coultts Co. Ltd.	J.B.'s Big Restaurants Ltd.
Crown Life Insurance Co.	John Inglis Company Ltd.
Dare Foods Ltd.	Kaufman Footwear Ltd.
De Havilland Aircraft of Canada Ltd.	Kellogg Company of Canada Ltd.
Dominion Foundries and Steel Ltd.	The Kendall Co. of Canada
Dominion Stores Limited	Kimberley-Clark of Canada Ltd.
Domtar Fine Papers Ltd.	Kodak Canada Ltd.
Dow Chemical of Canada Ltd.	S.S. Kresge Co. Ltd.
Du Pont of Canada Ltd.	Kroehler Manufacturing Co. Ltd.
T. Eaton Company Ltd.	

List of employers and labour unions invited to send representatives to the Premier's Meeting

17

Libby, McNeill & Libby of Canada Ltd.	Riviera Slacks Inc.
Loblaws Groceterias Co. Ltd.	Rothman's of Pall Mall Canada Ltd.
London Free Press Printing Co. Ltd.	Rowntree Mackintosh Ltd.
Lord Simcoe Hotel	The Royal Bank of Canada
Manufacturers Life Insurance Company	SCM Canada Ltd.
Maritime Life Insurance Co.	St. Lawrence Sugar Ltd.
Massey-Ferguson Industries Limited	Scott's Restaurants Co.
Massey-Ferguson Limited	Shell Canada Limited
Metropolitan Life Insurance Company	Sheraton Hotels
The Metropolitan Trust Company	Seiberling Rubber Co. of Canada
Microsystems International Ltd.	Simmons, Ltd., Selig Div.
Millhaven Fibers Ltd.	Simpsons Limited
Molson's Brewery (Ontario) Limited	Simpson-Sears Limited
Monarch Life Assurance Company	Sklar Furniture Limited
Mony Life Insurance Co. of Canada	Skyline Hotel
Moore Corporation	Slater Steel Industries
Murray's Restaurants Ltd.	Southam Business Publications
The Mutual Life Assurance Co. of Canada	Southam-Murray
McDonald's Restaurants of Canada Limited	The Spectator
McGraw-Edison of Canada Ltd.	Spruce Falls Power & Paper Company Ltd.
McGraw-Hill Ryerson Ltd.	State Farm Insurance Cos.
Maclean-Hunter Limited	The Steel Company of Canada
National Cash Register Co. of Canada Ltd.	Steinberg's Limited
National Life Insurance Co. of Canada	Stokely-Van Camp of Canada
National Steel Car Corp. Ltd.	Sun Life Insurance Co. of Canada
National Trust Company Ltd.	Sun Oil Company Ltd.
Nedco Ltd. (subsidiary of Northern Electric)	Sutton Place Hotels
New York Life Insurance	TRW Canada Limited
North American Life Insurance Corporation	Otis Elevation Co. Ltd.
Occidental Life Insurance Company of Canada	Texaco Canada Limited
Office Specialty Limited	3M Canada Limited
The Ontario-Minnesota Pulp and Paper Co. Ltd.	The Toronto-Dominion Bank
Orangerooft Canada Ltd.	Toronto Star Limited
The Oshawa Group Limited	Toronto Sun Publishing Ltd.
Penmens Limited	Toronto Transit Commission
Philips Electronic Industries Ltd.	Traders Group Limited
Pitney Bowes of Canada	Travelers of Canada
The Procter & Gamble Co. of Canada Ltd.	Union Carbide Canada
The Provincial Bank of Canada	United Trust Company
Prudential Insurance Co. of America	Upjohn Inter-American Corporation
Puretex Knitting Company Ltd.	Voyageur Colonial
The Quaker Oats Company of Canada Ltd.	Warner-Lambert Canada
R.C.A. Ltd.	Weldwood of Canada Ltd.
Redpath Industries Ltd.	Westbury Hotel
Reed Paper Limited	Westinghouse Canada Ltd.
Retail Merchants Association of Canada (Ont.) Inc.	Western International Hotels
Reynolds Extrusion Company	Weston Bakeries Limited - Toronto Plant
Rio Algom Mines Ltd.	Whitby Tire Limited
	Woolco Division, F.W. Woolworth Co. Ltd.
	F.W. Woolworth Co. Ltd.

